

# INTRODUCTION

In modern management, that is mainly focused on organisational innovations and effective managing of people, the importance of uncertainty, dynamics of changes, and risk in the right functioning of organisations are emphasised. These conditions relate to the private sector as well as public and non-governmental organisations. Together with the scarcity of resources they generate the need for using contemporary management concepts. Essential importance is attached to the human factor operating in the network of relationships. Moreover, the holistic orientation alongside the ability to analyse the functioning of organisation specific areas, as well as using appropriate management methods become necessary. However it is difficult to analyse specific areas of an organisation without taking into account the dynamics of political, organisational, and social factors. Therefore, the faces of contemporary management relate to a vast range of methods directed at ensuring effectiveness in functioning of organisations.

In this book, attempts were made to reflect the current research trends in management sciences. For this purpose, the publications focused on three main research fields. The first of these refers to the Human Resource Management, the second to Corporate Social Responsibility, and the third takes into account contemporary management methods. Articles included in this study concern both the theory and practice of contemporary management.

The first chapter by **Barbara Mazur** refers to the Green Human Resource Management with emphasis on the Green Work Life Balance. The author presents in it the sustainability in Human Resources Management, sociological, psychological, strategic, and “green” approach to the analysed subject and interactions between life and work domains. She focuses on green work-life-balance policies. As a result, she finds that Sustainable HRM is conditioned by the relations between individual model approaches.

In the second article **Algirdas Giedraitis** and **Rimantas Stašys** explore working group's value orientations within a construction company. They show the value orientation, value of group working, the most important professional values, and the hierarchical structure of value formation. In the article, a model of forming value orientation within the working group is developed. The authors also conduct a quantitative analysis of factors of the developed model. In the conclusions they state that presently factors related to value orientations are a basis of work in a group.

In the next article by **Monika Konieczny** she presents the Gamified Agile as an innovative tool to improve communication between the product owner and the development team. Based on the proposed four-dimensional model she conducted an experiment using 12 different teams in 10 companies. She finds that simulation games and gamification can be used in such research areas as communication, stimulating innovation, and collaboration. The positive results of experimental verification lead her to the conclusion that the Gamified Agile can be used in contemporary management as an effective instrument that can support the Product Owner.

**Erika Župerkienė, Aurimas Župerka, and Julius Paulikas** in the article entitled “The role of training while helping organisations to overcome resistance to innovations” focus on reasons and obstacles for resistance to innovation. They research correlations between employees’ education and their positive attitude with regard to innovation and look for the basic and additional actions in this area. Their analyses identify three-stages of the precautionary model of overcoming staff resistance to innovation.

Examining the role of the state in providing a framework ensuring responsible business, **Joanna Szymonek** uses the OECD Guidelines for Multinational Enterprises and effectiveness of functioning of the OECD National Contact Points (NCP). She explores the role of the state in fostering responsible business. She conducts a detailed analysis of possibilities and barriers in this area and identifies such type of circumstances as political, strategic, social, economic, and operational factors.

**Andrea Benedek and Katalin Takács-György** examine the corporate social responsibility (CSR) to internal factors of the corporate managers. They analyse individual values of general managers, their attitudes to CSR, and relation between this value and the practice of actions. Moreover, the authors thoroughly examine the correlation of CSR attitude of the company leader and the CSR practice, the mediative effect of the CSR attitude factors on self-enhancement, and CSR practice. The article ends with very interesting conclusions relating to the up-to-date responsible corporate management.

In the next article **Kristupas Žegunis and Rimantas Stašys** examine the Lithuanian healthcare system. They start with developing performance assessment methodology and identifying challenges and problems in this area. In the analysis, they focus on the healthcare services from the perspective of service providers, users, and policy makers. As a result, the authors try to find actions, which could help effectively improve the performance results of the healthcare system.

In the article entitled “The impact of organisational culture on the performance of a Lithuanian CLINICAL LAB” **Julius Ramanauskas, Rimantas Stašys, and Ilona Osminina** analyse internal and external information sources of the Lab by a questionnaire survey and a structured interview. They investigate which quantitative parameters can be used to assess the organisational culture of the divisions of a clinical lab. In the article they assume that successful Lab divisions boast a strong organisational culture which makes a really positive impact both on individual performance elements and on the overall performance.

Organisational trust is a research area of the article by **Barbara Kożuch, Regina Lenart-Gansiniec, and Katarzyna Sienkiewicz-Małyjurek**. They try to assess the impact of trust in schools on the enrolment results and to identify the level of trust in upper-secondary schools. Their findings show the degree to which the primary trust factors are harnessed in managing upper-secondary education institutions.

The paper by **Paulina Kubera** examines the specificity of the innovation process and the rationale behind public intervention in this field and identifies crucial areas in this area. In the process of analysis, she presents the specificity of the innovation

process and rationale for public innovation support. She found that there are various approaches for impact assessment of the innovation policy and their common use creates valuable opportunity to proper assessment.

The strategy of organisational development is examined by **Justyna Bugaj**. Her paper identifies good practices of European universities in the area of strategic human resources management (SHRM). She conducted research on the base of a case study of the Utrecht University. In her conclusions the author emphasises that, in the Polish circumstances, such a strategy would require considerable modifications.

Knowledge management is a main research area of **Andrzej Pawluczuk**. By comparing approaches to knowledge management among employees at different management levels and in different companies, he tries to find the major differences in knowledge management and how they extend. He analyses the sources of knowledge, IT tools supporting knowledge management in organisation, level of sharing own knowledge and obtained experience with co-workers, the influence of leadership in the organisation on knowledge management, the level of trustiness and co-operation among employees, and barriers in implementing knowledge management in the organisation. He concluded that public sector workers acknowledge significantly great barriers in the implementation of knowledge management.

As a whole this publication aims at presenting chosen contemporary trends of research in management and organisation connected with innovations and managing people. We hope that its contents will be an incentive to reflection and used as a basis for further discussion about contemporary management.